

OfficerR Competency Assessment

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Background



- Briefed OBOA on 1st Watch research project for enlisted personnel
- Dec 04, OBOA recommends Officer research to inform accessions, training & career development
 - Multiple accessions sources
 - Different entry criteria
 - All sources provide comparable training to equally prepare new Junior Officers?
- How can we improve accessions process in recruiting, selecting, training potential officers to optimize job performance?



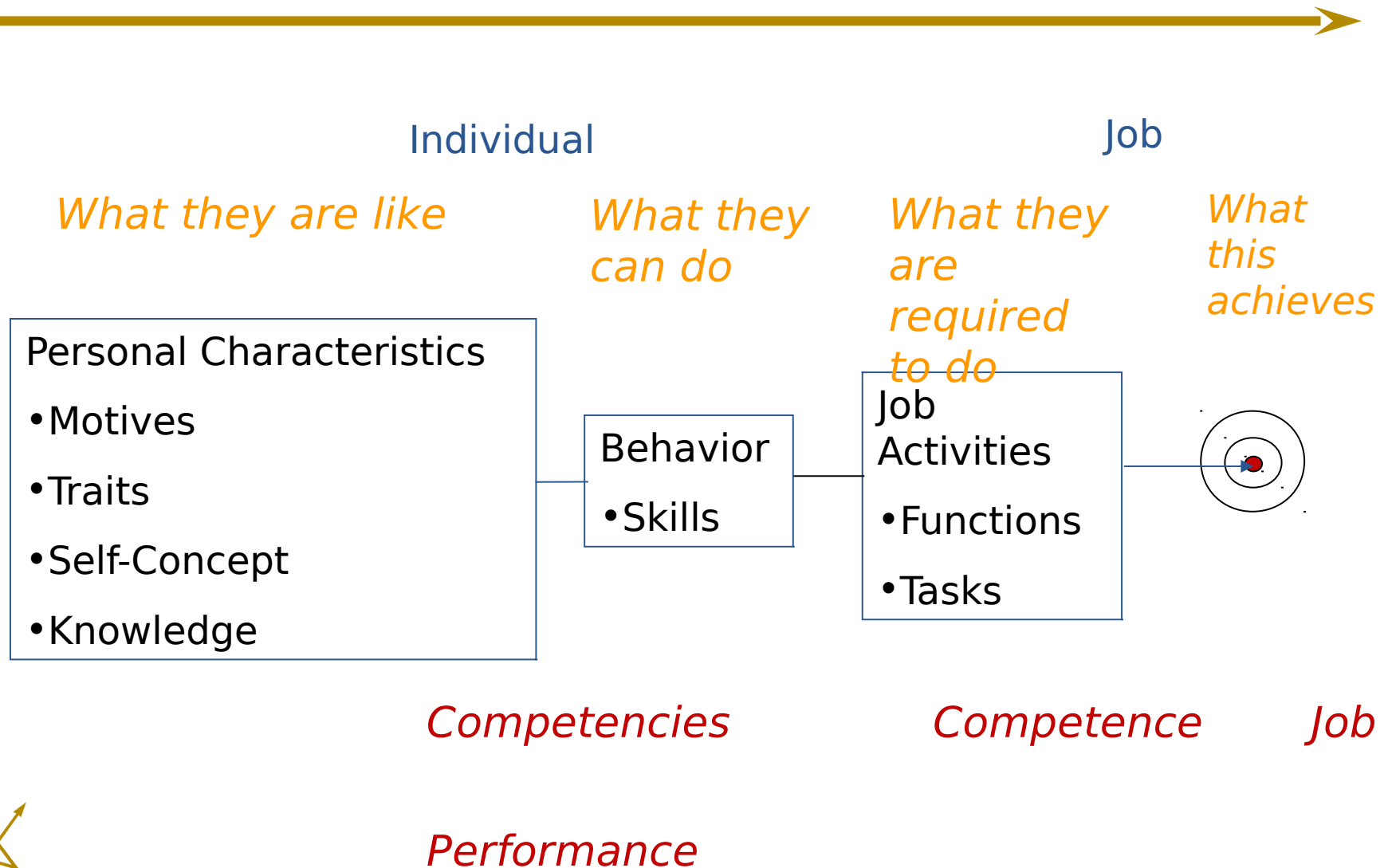
OfficeR Competency Assessment

(ORCA)

- Person-Job Fit model that explores links between specific competencies, personality, and job performance
 - No single “JO” job
 - Demands vary by community and rank
- Focus on entry-level Junior Officers and job requirements common across communities



Conceptual Model*

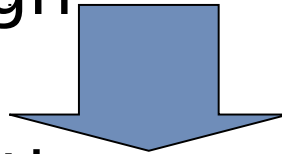


*modified Young (2002), Henley Management College



Research Design

- Integrated set of focus groups, questionnaires and interview
- Longitudinal design



- Identify core functions and skills JOs need to be *superior performers*
- Identify personal characteristics that are predictive of superior performance
- Do we currently measures these attributes?
- Extent to which we train to these attributes



Phase 1: Focus Groups



- Small group discussions focused on selected topics
 - Short demographic questions using paper/pencil
- Led by trained professional Navy researchers and NSTC personnel
- Purpose:
 - Provide a better understanding of JOs expectations of fleet requirements and demands
 - Expectations of fleet supervisors helps identify “gaps” in accessions
 - Identification of potential accessions training improvements



Initial Results



- Focus Groups conducted
 - 71 JOs & 41 Supervisors
 - Additional groups to be conducted in Aug
- General consensus: *JOs do not feel well prepared, based on accessions training*
 - Little time and steep learning curve
 - Great deal of trial and error learning in a “sink or swim” environment
 - Job itself, management & leadership identified as key areas



Areas for Improvement

- Needed skills

- Time management
- People management skills
- Shipboard communication
- Subordinate performance evals & fitness reports
- Ship maintenance
- Ship message traffic
- Leadership skills need to be practical & “help take care of Sailors”

- Competencies

- Self-confidence
- Adaptability/flexibility
- Integrity
- Willingness to learn
- Time management skills
- Strong work ethic
- Ability to multi-task
- Motivation/determination
- Communication skills



Phase 2 Research Plan



- A series of web-based questionnaires will be rolled out to a cohort of officers Navy-wide and administered at specified training milestones
 - 1. [Accession Questionnaire](#): Completed within the first week following accession
 - 2. [Accession Graduation Questionnaire](#): Completed the week prior to graduation from entry level training (e.g., ROTC, OCS, OIS, etc.)
 - 3. [Separation Questionnaire](#): Completed when an officer/officer candidate has been identified for separation from the Navy



Additional Research

- In Phase 3 we will track this cohort of officers as they serve in the fleet through additional questionnaires.
 - 4. Fleet Questionnaire: Completed after JO cohort members in specific communities (i.e., SWO, MC, and NC) have served six months in the fleet. It will include questions on training preparedness and fleet experiences.
 - 5. Supervisor Questionnaire: Supervisors of cohort JOs will be asked to complete behaviorally anchored ratings of new JOs and provide assessment of training preparedness.
- Phases 4 and 5 will expand established testing to additional officer communities (i.e., aviation, nuclear power, and chaplain).

